



City of Greeley, Colorado

City Hall

# CITY MANAGER'S WORK PROGRAM

## 2018

*A report of City Council's priorities and objectives and the City Manager's list of projects and programs to implement in 2018 to advance Council's goals.*

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# 2018 WORK PROGRAM

## City Manager's Work Program Guide

City Council's list of priorities and objectives is a major policy document meant to help guide the investment of resources in terms of financial assets and human resources. Council's priorities are listed Pages 3-6 of this document for the upcoming year. Using these priorities as the foundation, a work program is prepared to guide staff's efforts for the upcoming year. The work program includes citywide initiatives, department activities and department operations, and progress reports are provided quarterly through the *Department Updates* document which is transmitted to City Council and posted on the City's web site. The status of some items are also communicated to City Council through weekly "Snapshot" emails from the City Manager, and conveyed to Council and the community during Council work sessions or regular meetings.

The process of approving the City Manager's Work Program is similar to the process of the Council adopting a budget. Each year, staff prepares a proposed balanced budget and submits it to review by Council. As the budget is balanced if something is added during the year by Council a corresponding reduction must be made. Although not as precise as a budget, this proposed City Manager Work Program is balanced in terms of time available by staff to complete. As such, as Council reviews the addition of new work program items, a reduction of other items or extending completion beyond the current work year would be necessary.

Citywide Initiatives - Citywide Initiatives are projects that address City Council Priorities and Objectives. They require coordinated efforts between multiple Departments to complete. They normally have a larger scope of impact to the organization and community. As with Department Activities, a Citywide Initiative may ultimately become a normal Department Operation in the future.

Department Activities - Department Activities include new projects, with a defined beginning and end, meant primarily to address Council Priorities and Objectives. However, they may include efforts necessary to upgrade Department Operations as well. Department Activities are primarily a work effort affecting only one Department but may require some assistance from other departments. They may entail work to establish a new function that ultimately becomes a Department Operation.

Department Operations - In addition to Council's Priorities and Objectives, there are numerous daily tasks and services that staff must complete to meet the various functions of local government. The Department Operations category also includes random items that come up during the year - be it legal issues, legislative issues from other governments or other unforeseen issues. At times, these unplanned items become Department Activities or Citywide Initiatives.

Clearly, operations consume the majority of staff time available in a given year. In fact, we estimate that this work program category consumes between 80 to 90 percent of staff time available in any given department. The list of operational functions is not exhaustive nor is it submitted to

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request feedback per se. Rather, it is meant to give a picture of those activities that consume a majority of the staff's available time and to provide context when discussing Department and Citywide initiatives that are more discretionary in nature. In short, we want to create a realistic work program.

Respectfully submitted,



Roy H Otto  
City Manager  
March 1, 2018



## City Council's 2018 Priorities

*Each year the Greeley City Council reviews the vision statement and current realities and establishes priorities that they believe will maintain and improve the community. These are the 2018 priorities and objectives.*

### Image

- Community promotion & marketing
- Healthy neighborhoods
- Appealing community entryways & corridors
- Youth success
- Quality of life

### Safety

- Crime prevention & suppression
- Emergency readiness & response
- Traffic safety

### Economic Health & Development

- Engaged business and industry relationships
- Active support of business development
- Economic initiatives

### Infrastructure & Growth

- Public facilities & equipment
- Environmental infrastructure
- Human infrastructure
- Civic Infrastructure

## City Council's 2018 Priorities with Objectives

*The goal for each priority is listed along with a description of the objectives.*

### **PRIORITY: Image**

**GOAL:** Reinforce Greeley's vision as an attractive and vibrant community in which to live, learn, work, and play.

- I. COMMUNITY PROMOTION & MARKETING:**  
Deliberate efforts to positively affirm Greeley's character and attributes.
- II. HEALTHY NEIGHBORHOODS:**  
Develop and sustain neighborhoods that reflect a safe, attractive, and appealing place to live.
- III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:**  
Present a pleasant, positive, and welcoming impression of Greeley to residents and visitors.
- IV. YOUTH SUCCESS:**  
Help create a community environment that supports youth success.
- V. QUALITY OF LIFE:**  
Devote public resources to help create an exceptional community experience.

## **PRIORITY: Safety**

*Goal: manage the health, safety & welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors.*

### **OBJECTIVES**

- I. CRIME PREVENTION & SUPPRESSION:**  
Foster a safe environment for Greeley residents and businesses.
- II. EMERGENCY READINESS & RESPONSE:**  
Minimize loss of life and property through risk prevention and preparation, capability & effectiveness of response.
- III. TRAFFIC SAFETY**  
Create an environment that promotes the safe movement of people, goods and services.

## **PRIORITY: Economic Health & Development**

*GOAL: Foster and maintain public and private investment in business development.*

### **OBJECTIVES**

- I. ENGAGED BUSINESS AND INDUSTRY RELATIONSHIPS**  
Foster and sustain active and productive relationships with key employers and businesses to secure and expand their local success.
- II. ACTIVE SUPPORT OF BUSINESS DEVELOPMENT**  
Promote a business-friendly environment and system of municipal services that support commercial enterprise.
- III. ECONOMIC INITIATIVES:**  
Develop opportunities to target public investment toward specific, high value economic development projects and markets.

## **PRIORITY: Infrastructure & Growth**

*Goal: Establish the capital & human infrastructure to support & maintain a safe, competitive, appealing, and dynamic community.*

### **OBJECTIVES**

**I. PUBLIC FACILITIES & EQUIPMENT:**

Provide a framework of public services, facilities and equipment that support a safe, pleasing and successful community.

**II. ENVIRONMENTAL INFRASTRUCTURE:**

Improve and maintain the City's natural resources for the benefit of the community.

**III. HUMAN INFRASTRUCTURE:**

Invest in employee development.

**IV. CIVIC INFRASTRUCTURE:**

Create a community that recognizes and capitalizes on the power of aligned principled relationships to address any challenges we face



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## Citywide Initiatives

*Like Department Activities, Citywide Initiatives are projects that address City Council Priorities and Objectives. However, they require coordinated efforts between multiple departments to complete. They normally have a larger scope of impact to the organization and community. As with Activities, a Citywide Initiative may ultimately become a normal Department Operation in the future. Progress reports are provided quarterly through the "Department Updates" document and transmitted to City Council by the City Manager and posted on the City's web site.*

### 1. CITY CENTER PHASE I

Purpose: In 2011 a City Administrative Facility space needs analysis was completed, concluding that consolidating the City's Administrative operations would be financially and functionally advantageous and better serve the public. To facilitate that objective, property has been secured over time adjacent to the City Hall Annex. A Phase I scope of work was crafted for Fire Station No. 1 and other City offices displaced from the Hotel/Conference Center project. Since then the Fire Station was completed in the summer of 2017. In 2016 staff secured additional grant funding which allows the City to add new Water & Sewer offices to the companion administrative office construction for City Center Phase I which allows greater space utilization. Construction commenced by spring 2017 with a completion date of August 2018.

### 2. TWO YEAR BUDGET

Purpose: In 2018 the two year budget for 2019 and 2020 will be created utilizing the priority based budget process.

### 3. BROADBAND SERVICE

Purpose: In 2017 the staff prepared a SB152 ballot measure for the citizens to determine if they wanted the City to review options for the provision of broadband services by the City, by a private entity or perhaps a public/private venture. This could lead to a regional service model as well. The citizens approved the measure. We are partnering with the Town of Windsor in a study of these options.

### 4. WATER EFFICIENCY TACTICAL TEAM (WETT)

Purpose: There is arguably no more crucial infrastructure issue the community is facing other than our future water supply needs. It is critical we develop strategies that allow us to be as efficient with this scarce resource. There are numerous strategies being undertaken to address this need including: (a) participation in the construction of the Chimney Hollow Reservoir project; (b) the permitting and ultimate construction of an expanded Milton Seaman Reservoir; (c) continuation of purchase of an additional 10,000 acre feet of water supplies; (d) an evaluation of the water requirements for new development; and (e) increasing the water efficiency on public properties.

### 5. IMAGINE GREEELY INITIATIVE

Purpose: To arrive at a recommendation to City Council for a possible ballot issue, asking the voters to reauthorize the sales tax rates approved by voters in 2002 (Quality of Life projects) and 2004 (Public Safety facility). These rates, .30% and .16% will expire in 2022 and 2024 respectively. The funds generated by these taxes built projects such as the Funplex, the Ice Haus, new parks and a new Police Headquarters. These taxes also provided approximately \$1 million in operating funding. The sales tax generated from continuing the .46% rate could pay for capital and/or operating needs in the future. In 2016, staff held two "Imagine Greeley" citizen

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forums to generate future need ideas. In 2017, this effort paralleled the Comprehensive Plan Update. The intention is to collaborate with the community to vision a future Greeley while at the same time creating a financing plan so that important elements of the Comprehensive Plan can be implemented. A citizen committee has been formed to review the project ideas with the intention of a November 2018 ballot initiative.

## 6. ENTERPRISE RESOURCE SYSTEM

Purpose: The City's current financial System, aka Enterprise Resource System (ERP), was purchased in 1993. While we have functionality in the basics, it no longer integrates with human resource systems, budget systems, banking systems, and now need to develop separate ways to integrate with the new TRAKiT, Community Development system as well as Human Resources applications. ERP systems have exceptional risks due to integration issues and are very expensive to replace. In third quarter 2017 the Finance Department began to analyze and review ERP systems for replacement in 2018. Replacement is a significant work program and will involve many people throughout the organization.

## 7. COMPREHENSIVE PLAN IMPLEMENTATION

Purpose: With the adoption of the Imagine Greeley comprehensive plan, staff will endeavor to create an implementation strategy for the plan including tying it to the annual work program, the budgeting process and the performance measure process.

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## DEPARTMENT ACTIVITIES

*These include new projects, with a defined beginning and end, meant primarily to address Council Priorities and Objectives. However, they may include efforts necessary to upgrade Department Operations as well. Department Activities are primarily a work effort affecting only one Department but may require some assistance from other departments. They may entail work to establish a new function that ultimately becomes a Department Operation.*

### CITY CLERK'S OFFICE

#### 1. Municipal Code Recodification

Purpose: In 2017 a 3 year project for a "recodification" of the Code of Ordinance was initiated. Such a program is suggested about every 15 years, and the City's last recodification was completed in 1994. A recodification is a comprehensive legal, content and format review of the City's law book to check for any conflicts with federal and state laws, conflicts between chapters, and to ensure it is a current and relevant set of laws for the City of Greeley. Although annual changes are made to help keep the Code as current as possible, a comprehensive approach is needed periodically. This is a three-year project that will be completed with a combination of City staff, a professional codifier, and possibly contract legal counsel.

### CITY MANAGER'S OFFICE

#### 2. Police Chief Selection

Purpose: Police Chief Garner has announced his resignation effective June 1. A national search process will be undertaken to select his successor.

#### 3. Homelessness

Purpose: Traditionally, the issue of homelessness has been addressed at the County level and by numerous social service not-for-profits. That said, the City has always had to address many of the consequences of this challenging problem including cleaning up unsanitary conditions made my transients living under bridges and other areas of the City and address real and perceived crime. During the past several years, the City has been involved in creating an overall strategy for Homelessness with the United Way known as Weld's Way Home. One tangible effort to support this plan was the City agreeing to fund the rent for a Homeless Shelter for three years. In 2018, staff will prepare a long range plan of suggested direct involvement by the City in addressing not only the consequences of homelessness but also in addressing the issues that lead to homelessness in the first place.

#### 4. Reframe the City's Image Strategy (aka Greeley Unexpected)

Purpose: In order to maintain momentum from the Greeley Unexpected campaign, a comprehensive review of survey feedback from residents and other communities, as well as new community input will focus the next general work on a broader community image initiative.

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## COMMUNITY DEVELOPMENT DEPARTMENT

### 5. Case Management Improvements

Purpose: Customer service is of critical importance. This activity involves improvements to a number of processes within Community Development in this regard. In 2016 software options were analyzed and in 2017 funding was provided to purchase and begin implementation of the selected software, TRACKiT. This new system should be fully operational by June 2018.

### 6. Pursue Key Planning Intergovernmental Agreement

Purpose: In 2017, Weld County Government submitted an annexation petition to the Town of Kersey for a portion of the Weld County Parkway that is in the City of Greeley's Long Range Expected Growth area. The City objected to this annexation but the Town of Kersey proceeded with the annexation. This situation highlighted the need for planning agreements with Weld County and Kersey. This work program item will address this need.

### 7. Housing Strategy

Purpose: Housing has become a significant issue not only in Greeley but along the entire Front Range. The recently adopted comprehensive plan object HO 1.1 contemplates the creation of a comprehensive housing strategy.

## CULTURE, PARKS AND RECREATION DEPARTMENT

### 8. Colorado Health Grant

Purpose: In 2017, an application was made for a Great Outdoors Colorado (GOCO) Inspire Grant. Unfortunately, we were not successful in becoming a finalist. However, we did receive \$20,000 planning grant from the Colorado Health Foundation that could ultimately provide funding of \$1 million for various outdoor youth learning programs. Staff will implement this planning grant and apply for the larger grant in 2018.

### 9. Poudre River Restoration Project

Purpose: In 2016, a total of 360 acres was purchased along the Poudre River Trail through a Great Outdoors Colorado (GOCO) grant. In 2017, the City partnered with the Army Corps of Engineers on the design of improvements to these lands including wetlands construction as well as trails and observation platforms. In 2018, these improvements will be constructed.

### 10. Natural Resources & Open Lands Division

Purpose: With the completion of the Parks, Trails and Open Lands plan (PTOL) and the update of the Comprehensive Plan, the residents of Greeley have expressed a high priority for being stewards of Greeley's natural environment. Numerous projects have been advancing over the years including completion of the Poudre River Trail and continued work on various community trails that connect to this valuable community asset. In addition, the City has added hundreds of acres of open space lands. In 2018, the option of further developing a Natural Resources and Open Lands Division within the Culture, Parks and Recreation Department will be undertaken.

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## ECONOMIC DEVELOPMENT DEPARTMENT

### 11. Downtown Redevelopment

Purpose: In 2017, the new Downtown Hotel and Conference Center opened. This project was facilitated by a City issued RFP. Capitalizing on this investment to encourage new private sector redevelopment in the Downtown will be the focus of this work program item in 2018.

### 12. City-Greeley Urban Renewal Authority (GURA) Cooperation Agreement

Purpose: This agreement was created and approved in 1975 and has had numerous amendments since then as GURA's role expanded and special projects were initiated or as clarification was necessary based upon changes to State Law. Over the past several years, the level of Community Development Block Grant funding received by the City from the Federal Government has diminished such that it is not sufficient to fund the administrative operations of GURA without City General Fund resources. GURA is a very important resource to help the City achieve its Economic Health, Housing and other social service needs. This work program will include a review of creation of an Economic Health and Housing Department that would address the long term management and utilization of the services made available by GURA and would ultimately involve a new agreement that would clarify the role GURA plans as an agent for the City in its redevelopment work and eliminate obsolete references or completed project agreements.

### 13. 16<sup>th</sup> Street Corridor Improvement Strategy

Purpose: 16<sup>th</sup> Street is essential link between the UNC campus and the 8<sup>th</sup> Avenue Entryway Corridor to Downtown. The DDA and UNC have agreed to participate in the partial funding of the development of a vision for this corridor consistent with what has already been completed on 8<sup>th</sup> Avenue.

## FINANCE

### 14. Water/Sewer Bonds

Purpose: In order to advance the capital project program of the Water/Sewer Department, the Finance Department will process a bond issue.

### 15. Utility Billing System Replacement

Purpose: The Utility Billing system is a major computer application that supports business operations. In 2021, the current system will no longer be supported. As such, the Finance Department will begin a multi-year review of options to replace the system.

## FIRE DEPARTMENT

### 16. Fire Department Accreditation

Purpose: This 2 year work program item will provide for a wholesale review and accreditation of the Fire Department.

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## 17. Community Wildfire Protection Plan

Purpose: Wildland fires are becoming a more serious threat. In 2018, the GFD will develop a wildfire protection plan.

## HUMAN RESOURCES DEPARTMENT

### 18. Union Negotiations

Purpose: The Fire and Police Union bargaining agreements will expire on December 31, 2018. Human Resources will lead the bargaining efforts with representatives of the Fire Fighters' Union and Police Officers' Association to negotiate the terms and conditions of the collective bargaining agreements.

### 19. Succession/Workforce Planning

Purpose: Human Resources is developing a comprehensive approach for maximizing the potential of all employees and ensuring the right people are in the right jobs. In 2018, the focus this effort will be at the executive and managerial levels of the organization. The goal is for a sustainable workforce plan that includes internal activities as well as partnership with an external professional service firm. A comprehensive review of the annual evaluation process will be included with this work.

## INFORMATION TECHNOLOGY DEPARTMENT

### 20. Strategic Plan

Purpose: The current IT Strategic Plan is for the period 2014-2018. With the change to new IT management and the expiration of the current plan, it is important that the organization identify its highest needs for the next 3-5 year period.

### 21. Security Program

Purpose: Hacking threats is a significant concern. Over the past several years, IT implemented a training program that, among other things, requires an annual test for every employee accessing the internet. In order to address the increased threats in today's internet world, it is becoming apparent that an even more comprehensive program is necessary to manage all systems for security. This will include hiring a new Security position at the management level. This position will work with all employees and vendors in the development of security protocols.

## POLICE DEPARTMENT

### 22. Injury Accident Reduction

Purpose: Injury involved and fatal accidents continue to increase in Greeley. The GPD will combine targeted enforcement with a "Drive Friendly" public service and information campaign in an effort to reduce the number of serious accidents in 2018.

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## 23. Reduce Response Time to Priority One Calls

Purpose: As the city grows in population and geographically the time it takes for an officer to arrive at a Priority One (emergency) call has increased. In the 2018 budget, three police employees were added as well as two additional dispatchers focused on Greeley at the Weld County E911 Communication Center. This year GPD will attempt to reduce response times by carefully deploying these new resources.

## 24. Provide Additional Supervision On The Street

Purpose: GPD's leadership staff has recognized the need for additional first-line supervisors, most especially on the Patrol watches. In 2018, staff will research the potential of creating a new rank of police corporal to bolster supervision and contribute to employee career development.

## PUBLIC WORKS DEPARTMENT

### 25. 10<sup>th</sup> Street Access Control and Streetscape Improvements

Purpose: This multiyear program began in 2012. To date, pieces of the project have been completed from 23<sup>rd</sup> to 30<sup>th</sup> Avenues. The balance of the project has now been designed between 23<sup>rd</sup> and 35<sup>th</sup> Avenue. In 2017, staff secured the necessary right of way to complete the project. Final construction is scheduled to begin in late summer 2018.

### 26. 27<sup>th</sup> Avenue Stormwater Improvement

Purpose: This multiyear project began in 2015 and represents the single largest stormwater project in the City's history. This next phase will include an updated study of flows that intersect the No. 3 ditch and will determine a plan to route and handle these stormwater flows. Construction of Clarkson Channel Improvements north of 4<sup>th</sup> Street near the Boys and Girls Club will begin this summer and continue into early 2019.

### 27. Poudre River Flood Review and Improvements

Purpose: In major spring runoff events the Poudre River tends to flood streets in the area from approximately Island Grove Regional Park to Ash Avenue. This study began in 2017 to analyze potential options to reduce flooding in this area. Additionally, the State of Colorado's Poudre Risk Map flood plain study is ongoing and must be monitored for potential adverse impacts to the community.

### 28. 71<sup>st</sup> Avenue Widening

Purpose: One of the commitments of the Keep Greeley Moving program was the multi-year project to widen 71<sup>st</sup> Avenue from 12<sup>th</sup> Street to 22<sup>nd</sup> Street. In 2017, design and right of way purchases were completed. Construction will begin in the spring of 2018 and continue through the end of the year.

## WATER AND SEWER DEPARTMENT

### 29. Significant Capital Project Implementation

Purpose: The Water and Sewer Department is the most capital construction intensive Department in the City operation. As such, annually staff is involved in constructing numerous projects. This activity will report on the most significant of these projects which include the following: The Right of Way Acquisition for the Gold Hill portion of the Bellvue Transmission Pipeline, Water Treatment Plant Improvements, North Greeley Sanitary Sewer Interceptor Improvements and the Ashcroft Draw Sewer Improvements.

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## Department Operations

*Regardless of City Council's priorities, there are numerous daily tasks and services that staff must complete to meet the various functions of local government. The Department Operations category also includes random items that come up during the year be it legal issues, legislative issues from other governments or other unforeseen issues. At times these unplanned items become Department Activities or Citywide Initiatives. Clearly, operations consume the majority of staff time available in a given year. In fact, it is estimated that this work program category consumes between 80 to 90 percent of staff time available in any given department. The list below is not exhaustive but provides a picture of those activities that consume a majority of the staff's available time and it provides context when discussing Department Activities and Citywide Initiatives that are more discretionary in nature.*

### CITY ATTORNEY'S OFFICE

- Daily case evaluation, file-preparation, pre-arraignment plea agreements, and prosecution in municipal court of misdemeanor offenses, misdemeanor infractions, and traffic code violations.
- Representation of City in administrative hearings and appeals.
- Contract negotiation, drafting, review, and revision.
- Legal advice, opinions, and support to City Council, Departments, Boards and Commissions.
- Litigation in defense of claims against the City and its officers and employees.
- Litigation in water court.
- Litigation in support of contract enforcement, collections, and appeals of final agency action.
- Drafting and review of legislative enactments, including ordinances and resolutions.

### CITY CLERK'S OFFICE & MUNICIPAL COURT

- Provide administrative support for the Administrative Hearing Officer for Code Compliance.
- Facilitate appointment of City Council's 24 advisory groups.
- Process City Council's legislative actions.
- Conduct elections and facilitate the initiative, referendum and recall processes.
- Coordinate multi-departmental review of new, renewal and changes to liquor licenses; and process alleged violations through the hearing process.
- Manage the City's legislative records and provide outreach to and coordination with other departments in managing the life cycle of records.
- Adjudicate 15,000 traffic and criminal cases through Municipal Court.
- Collect fines or process protests for 14,000 parking citations.

### CITY MANAGER'S OFFICE & ECONOMIC DEVELOPMENT DEPARTMENT

- Regular meetings with Directors to review progress of departmental operations,
- Regular meetings with Council to resolve concerns and communicate progress.
- Regular meetings with Community members to establish relationships, resolved concerns, etc.
- Regular meetings with Community Partnership groups (e.g. Creative District, University District, Homeless Coalition, City Boards and Commissions, etc.) to sustain work program activities.
- Oversight of G-Hope Home Purchase Program.
- Administration of the Greeley Unexpected Campaign.
- Administration of the Achieving Community Excellence Program (ACE) which includes the G. Town Promise.



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- Administration of the Neighborhood Resources Office and Greeley Urban Renewal Authority
- Regular convening of internal City work groups (e.g. NB2, Poudre Initiative, etc.) to sustain progress on city support initiatives.
- Responding to requests for economic data.
- Responding to requests for economic development incentives and managing Council approval process.
- Responding to state-generated and internally-developed development prospect leads.
- Assure Greeley is well positioned in economic trade sector magazines, etc. and on the internet and social media platforms
- Serve as ombudsman to business interests in their dealings with the city.
- Manage funding/contractual relationships with Upstate Colorado, Downtown Development Authority, Eastern Colorado Small Business Development Center, and Chamber of Commerce.
- Build relationship with Greeley business community
- Investigate project opportunities in TIF Districts.

## COMMUNITY DEVELOPMENT DEPARTMENT

- Process current land use cases (Planning division/EDR Division).
- Continue Development Review training program, particularly emphasizing techniques to maintain 85% 2-week turn-arounds (Planning division/EDR Division).
- Answer zoning/land use cases, research (Planning Division).
- Produce reports, statistics, data & maps (Planning Division).
- Provide technical support for city-wide infrastructure (EDR Division).
- Process current building plan proposals (Building Inspections Division).
- Inspect current construction for safety and standards (Building Inspections Division).
- Respond to nuisance complaints (Natural Resources/Code Compliance Division).
- Process nuisance and zoning violation cases through hearings (N.R./C.C. Division).
- Maintain program activities (GROW site, Farmers' Market, Builder/Realtor outreach, etc.).

## CULTURE, PARKS & RECREATION DEPARTMENT

- Personnel Management.
- Meetings and Documentation.
- Customer contacts.
- Partner relations.
- Park and Natural Areas Management/Maintenance.
- Facility Operations.
- Cemetery Operations.
- Forestry Operations
- Recreation Programming.
- Youth Enrichment/Rodarte Center Management.
- Aquatics operations.
- Golf operations.
- Capital Project management/coordination/implementation.
- Finance Process/Cash Management.

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- Museum operations.
- UCCC operations.
- Island Grove operations.
- Public Art Program.
- Community Festivals/Special Events.
- Marketing/sponsorship coordination.

## FINANCE DEPARTMENT

- Processing Payroll: Every two weeks without mistakes.
- Paying bills.
- Transparency. Including Performance Measurement Reporting.
- Expenditure/Revenue Analysis.
- Budget Amendments.
- General Accounting Work and Helping Departments with their financial processing.
- Utility Billing.
- Delivery of Mail.
- Receivables.
- Liens.
- Banking Activities.
- Cash Management and Investments.
- Animal Licenses.
- Bus Pass Sales.
- Asset Management.
- Processing Contracts.
- Paying and Managing VISA payments.
- Sales Tax Management: We process and take in approximately \$50 million in payments in 12 months.
- Customer service is extremely high here.

## FIRE DEPARTMENT

- Issue fire/flame permits.
- Conduct plan reviews for development process.
- Conduct construction inspections.
- Conduct fire inspections of all Greeley businesses.
- Conduct oil/gas inspections.
- Conduct pre-fire planning of all Greeley businesses.
- Develop emergency management plans and conduct plan exercises.
- Deliver fire and safety public education.
- Train response personnel and maintain required certifications.
- Respond to emergency and non-emergency calls for service.
- Conduct fire investigations of all fire and explosive events.
- Assist Greeley Police Department with prosecution of Arson.

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## HUMAN RESOURCES DEPARTMENT

- Recruitment and selection processes for new and vacated positions, advertise vacancies, source candidates, screen applicants, coordinate interview/selection processes and hiring efforts.
- Data entry and records maintenance for regular and seasonal employees.
- Manage compensation structure, evaluation process and competitive pay practices.
- Develop and manage employment policies; labor law compliance; labor contract negotiations.
- Training and Development – new employee benefit and organizational orientation, leadership training and professional development efforts.
- Employee relations/communication/recognition programs – communication, employee grievances/complaints, employee picnic, annual service awards, and employee survey.
- Benefit and leave programs – medical, wellness, employee health clinic, dental, vision, retirement, life, employee assistance program, tuition reimbursement, Paid Time Off, family medical leave, short and long term disability, extended leave, light duty.
- Supervisory support – employment policies, employee development, counseling, performance improvement, progressive discipline, disciplinary action process.
- Safety/Workers' Compensation/Risk Management - administer general liability and workers' compensation claims; risk avoidance/prevention/reduction; respond to employee-involved accidents; conduct safety audits, physical demand evaluations.

## INFORMATION TECHNOLOGY DEPARTMENT

- Software upgrades and support for over 200 applications.
- Upgrades and support for over 120 network switches, routers, firewalls and wireless points.
- Network connectivity for 53 City locations.
- 24/7 Help desk support receiving approximately 7,500 calls annually.
- PC, laptop, tablet replacement program.
- Email management, archiving and filtering.
- Backup and restore operations.
- Provide over 30 technology training classes.
- Provide internet access.
- Maintenance and support for phone switches and voice mail.
- GIS maintenance and support for over 300 location based datasets.
- Maintenance and support for City web sites and 2 intranet sites.

## POLICE DEPARTMENT

- Respond to emergency and non-emergency calls for service.
- Investigate criminal acts and apprehend offenders, including operations of Special Enforcement Team (SET).
- Engage in traffic law enforcement and investigate traffic accidents.
- Engage in parking enforcement.
- Provide public information and crime prevention advice to citizens.
- Receive, store and return lost property and evidence.
- Participate in the operation of a forensics laboratory.
- Assist in the prosecution of criminals.

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- Assist District 6 schools in providing a safe learning environment.
- Recruit, select and train exceptional police employees.
- Provide animal control services to Greeley residents.
- Furnish compassionate Victim Advocate services to the communities we serve.

## PUBLIC WORKS DEPARTMENT

### Admin/Engineering Division

- Involvement in Municipal Complex development.
- Execution of construction of Public Works CIP program including existing transportation infrastructure maintenance and new projects.
- Inspection of new development projects and all permitted work in public ROW including utility construction and maintenance.
- Pavement Management of 367 miles of street system, development of 2017 road maintenance program, and execution of 2016 road maintenance program.

### Streets Division

- Day-to-day street maintenance: potholes, asphalt patching, crack sealing, asphalt recycling, concrete program, street sweeping, graffiti removal, vegetation management, storm line maintenance and cleaning, detention pond maintenance, # 3 ditch maintenance, graveled streets, alleys and shoulder maintenance, snow removal, emergency response for events such as river flooding (mountain snowmelt).

### Traffic Division

- Traffic signal maintenance – 116 traffic signals.
- Roadway signs and markings maintenance.
- Fiber optic maintenance and locating – 40 miles.
- Monthly regional transportation coordination (MPO).

### Transit Division

- Day-to-day operation of transit system – 620,000 plus rides annually through Fixed Route, Paratransit & Call-n-Ride.
- Maintain compliance with federal and state operational and reporting regulations.
- Regular communication of service as well as renewal and negotiations of Evans, Garden City, UNC transit contracts.

### Facilities Division

- Day-to-day facility work order and repairs for 900,000 SF of city buildings.
- Day-to-day custodial upkeep of city facilities.

### Equipment Maintenance Division

- Day-to-day maintenance of city fleet – 643 vehicles & 19 buses.
- Purchase 58 replacement vehicles for city departments in 2016.

### Stormwater Division

- Respond to localized stormwater complaints/issues.
- Review floodplain questions and approve permits.
- Review stormwater maintenance needs and prioritize work. 120 miles
- Perform detention pond inspections and investigate illicit discharges.

# 2018 WORK PROGRAM

## WATER & SEWER DEPARTMENT

### Capital Improvement Projects (major projects listed)

- Construct 5 MG treated water storage tank at Gold Hill.
- Install cured-in-place pipe within the wastewater collection system.
- Perform water transmission system rehabilitation along with replacement of select distribution piping, valves, fire hydrants and meters.
- Rehab Lift Stations 4 and 17 on wastewater collection system.

### Water and Wastewater Treatment Division

- Continuous operation of the Bellvue WTP to meet COG water demands.
- Seasonal operation of the Boyd Lake WTP to meet potable irrigation water demands.
- Continuous operation of the Water Pollution Control Facility to meet NPDES permit discharge levels.

### Water Transmission and Distribution Division

- Operation of the Gold Hill and Mosier Hill water storage reservoirs.
- Operation of the water transmission and distribution systems.
- Scheduled replacement of aging while also upgrading infrastructure.
- Replacement of failed infrastructure (e.g. replacing broken pipes).
- Making operational changes to the transmission and distribution systems when Boyd Lake WTP is taken in and out of service or during unforeseen events so that water demands are met.
- Meter maintenance.
- Pressure Reducing Valve (PRV) maintenance.

### Wastewater Collections Division

- On-going cleaning and televising of the collection system to ascertain areas of potential concerns due to blockages or aging.
- Maintain existing 10 Lift Stations.

### Water Resources Division

- Continuous operation and compliance activities regarding all water decrees and water rights to include making all return flow obligations, fulfilling all lease agreement requirements, and storing all available waters in priority.
- Maintain adequate drought protection for the city keeping a minimum of 20,000 acre-feet of water per year in storage.
- Continuous operation of the Water Conservation Plan to include providing incentives such as rebates, indoor and outdoor audits, water budgets, parks monitoring, WaterInsight software, educational workshops to include the annual Water Festival, etc.
- Continued legal defense and development of water supplies to include filing new cases for water rights and defending the city water portfolio.
- Manage High Mountain Reservoir Operations.
- Manage Non-Potable Operations for parks and private land ownerships.
- Manage Gravel Pit Storage Mining Operations -Poudre Ponds.
- Manage and Development of Additional Gravel Pit Storage – Overland Ponds.
- Represent Greeley on multiple Ditch Company Boards, lateral Boards and Private Reservoir Boards.
- Represent Greeley on multiple stakeholder non-profit and watershed groups, and SPBRT.

## 2018 WORK PROGRAM

- Continue to move forward the city applications for change of water rights for Rockwell Reservoir, Greeley Irrigation Company, and case 99CW234 due diligence. Continue negotiations and settlement agreements with the current 23 cases the city is involved in.

### Finance

- Develop budgets for operating and capital activities.
- Develop water and sewer rates.
- Communicate budget needs and rate setting process to the senior management team, Water Board, and City Council.

### Development Review Division

- Calculate fees and estimate raw water requirements for new development proposals.
- Sign off on water and sewer requirements for permit issuance.
- Communicate water and sewer requirements and fees to the development community.